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10-22-2017

## Broward LPS Foundation

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### NSUWorks Citation

Louis, Richard; Pulido, Richard; and Stevens, Kenisha, "Broward LPS Foundation" (2017). *Fischler College of Education: Student Articles*. 17.

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Assignment One  
Broward LPS Foundation

by  
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ORGL 8770-OL 2 CRN # 24588  
Critical Thinking and Decision Making

Nova Southeastern University  
October 22, 2017

## ***INTRODUCTION***

The Broward Louis-Pulido-Stevens (LPS) Foundation was founded in 2016 by Richard Louis, Richard Pulido, and Kenisha Stevens in Broward County, Florida. The foundation was established to assist families in Broward County, Florida with housing and employment needs as part of the rehabilitation journey. The rehabilitation journey can be the need to achieve completed housing status when there is a transition point in one's housing status as well as achieve optimal employment status when one with a criminal justice history is seeking to fully reintegrate into mainstream society. The foundation serves as a funding source for coordinated entry housing providers in Broward County, Florida and is the direct service provider of career development programs designed to optimize employment opportunities for ex-offenders. The following handbook outlines the foundation's coordinated entry and referral processes to alleviate homelessness, the foundation's career development program designed to optimize employment and employment opportunities for ex-offenders, and its comprehensive advancement plan to ensure the sustainment of its current and future success.

**The Broward LPS Foundation  
Housing Initiative  
Kenisha C. Stevens**

***HOMELESSNESS***

People who are experiencing poverty face highly disordered, impulsive and dangerous conditions that can have negative impacts on their wellbeing (Coley, Kull, Leventhal, & Lynch, 2014). Exposure to pandemonium is associated with worse outcomes on many socioemotional indicators such as learned helplessness, psychological distress, behavior problems, and developmental delays (Coley, Lynch, & Kull, 2015; Evans, Gonnella, Marcynyszyn, Gentile, & Salpekar, 2005). Healthy development depends upon security, stability, and engaged caregiving (Shonkoff et al., 2012). Creating a housing initiative for people with mental health disorders is imperative with ending homelessness in Broward County. A systematic process to ensure housing placement creates stability and fairness, as a result of our community lacking affordable housing.

***PURPOSE OF COORDINATED ENTRY***

Coordinated entry is can be viewed as a systematic procedure to gain affordable housing for people who are experiencing homelessness. When coordinated entry is implemented effectively, a community is taking a strategic stand to address homelessness. Housing providers should use coordinated entry to assess the most vulnerable people who are experiencing homelessness. Coordinated entry should be the model that transforms communities, instead of having multiple housing projects making decisions about who they want to serve, coordinated entry transform all the housing projects into an integrated response system. When you collect pertinent information into a standardized assessment tool, coordinated entry provides

communities with raw data, which can be used for project planning. Affordable housing is scarce in most communities, the coordinated entry process will rank who will receive assistance first based on the most vulnerable. The purpose of coordinated entry is not to put people on waiting list and wait to be housed; however, when people are examined as needing mediation than there should be a process for that help. Housing providers should make amendments to listing standards and distinguish funds for people with the most needs and highest helplessness.

### ***PRIORITIZATION***

Once a person experiencing homelessness has been examined, the coordinated entry should move on to deciding their priority for housing and supportive services. The purpose of being assessed in the beginning is to determine how much in need they are at the time of assessment. The person's vulnerability status, and other information from the assessment, should determine the person next coordinated entry step. When examining the referral forms, the people with the highest need should be considered for housing and supportive services first.

According to the United States Housing and Urban Development, communities must use some type of coordinated entry process to rank homeless persons for referral to housing and services (U.S. Department of Housing and Urban Development, 2017). The Department of Housing and Urban Development has written policies explaining the significance of the prioritization process, which must align with the Continuum of Care Program and Emergency Solution Grant Program written standards established under HUD regulations 24 CFR 578(a)(9) and 24 CFR 576.400(e). Communities in the United States must have written coordinated entry policies and procedures which implicate the influences and evaluation that will prioritizes the need. These decisions, to implement a coordinated entry process, based on the need of the homeless population need should be made for all homeless assistance in the community. Along with making sure the most

vulnerable people in the community has access first to housing and supportive services, the prioritization list can also be used to ensure that housing providers vacancies are filled through this process. Having communities make prioritization a key factor in the coordinated entry process enables impartiality, openness, and uniformity for providing services to people who are experiencing homelessness. Prioritization in the coordinated entry process closes the gap of skipping in line into the homeless orderliness, that in the past some communities have done and it launches models for justifiable referrals across housing and supportive service providers.

### ***REFERRALS***

After a person, who is experiencing homelessness, has been evaluated, the coordinated entry process transcends to verifying their priority for housing and supportive services. The way a community can determine a person's vulnerability is by comparing the information from the assessment to the community prioritization standards. It should be only the person's level of vulnerability that influences the direction the person will go in the coordinated entry. The United States Housing and Urban Development require the referral process must be guided by a calculated procedure that follows the Continuum of Care's prioritization standards as documented in its written policies and procedures (U.S. Department of Housing and Urban Development, 2017). This written policy that all communities in the United States must follow, describes the different components of a referral process, which are: eligibility screening, monitoring project availability, enrollment coordination, managing referral rejections, and tracking the status of the referral throughout the referral process (U.S. Department of Housing and Urban Development, 2017).

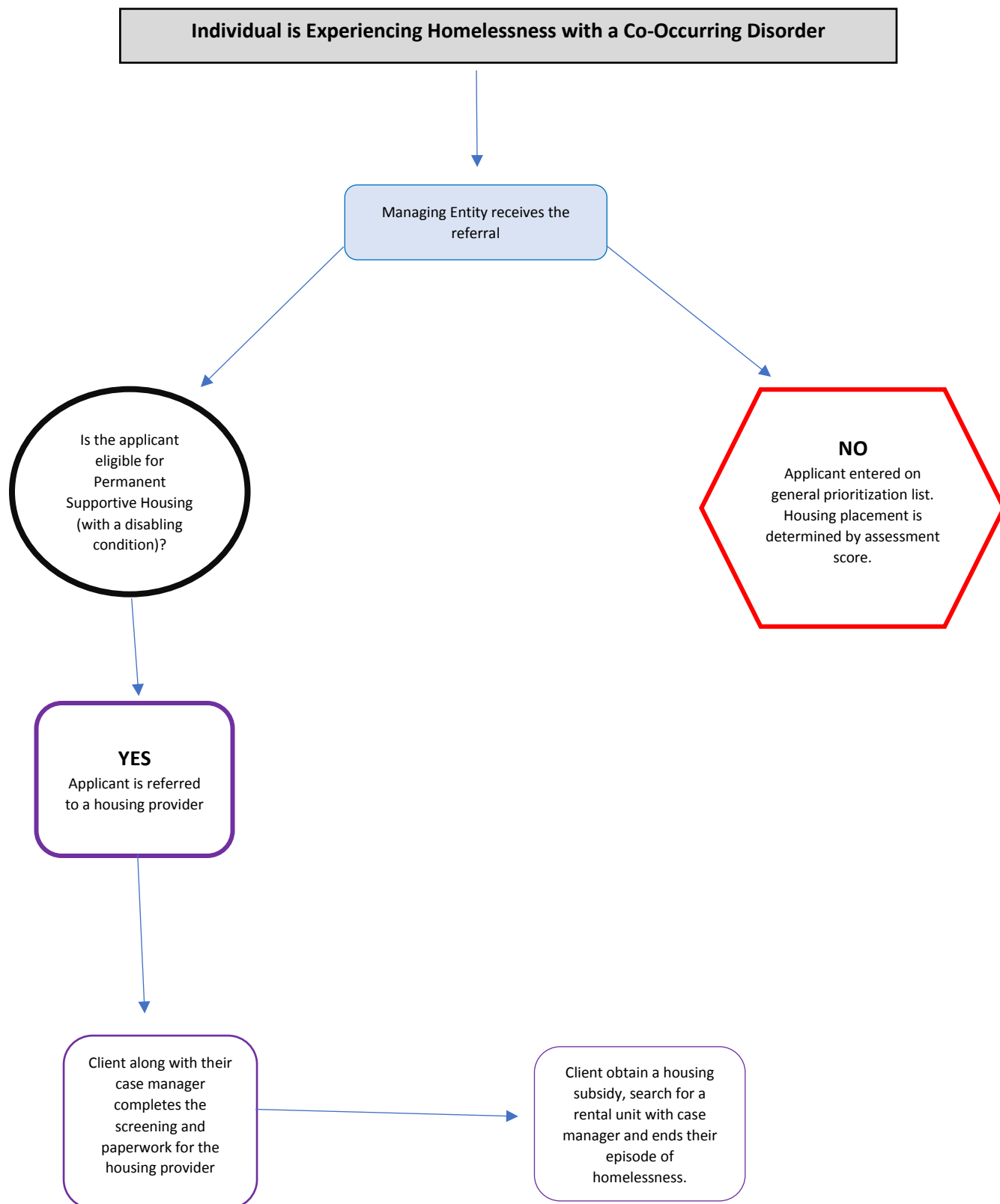
## ***MENTAL HEALTH/SUBSTANCE ABUSE***

Broward County's Continuum of Care can capture people who have co-occurring disorders. People who are in institutions of care, for an example: detox and residential treatment facilities, crisis stabilization and psychiatric units, miss the opportunity to be captured in the coordinated entry point when they are receiving treatment. However, having institutions of care identify patients who are experiencing homelessness at intake and sending their referral to Broward County's Continuum of Care, while receiving treatment, assist with ending homelessness for people with a mental health and/or substance abuse issue. Research has shown that using the Housing First program approach has increased the housing retention rate to almost eighty percent in some communities (Tsemberis, Gulcur, & Nakae, 2004). Another study conducted by Knoxville Mayor's Office, shown a decrease of twenty-three percent in mental health inpatient services and a decrease in outpatient services (Knoxville Mayors's Office, The Know County Health Department Epidemiology Program and the University of Tennessee College of Social Work , 2012). Using the coordinated entry point at institutions of care will increase housing placement for individuals who receiving treatment. The intention is to leave the institution of care and go into permanent supportive housing along with supportive services in the community. When you housed the most vulnerable people, it reduces the costs and number of days people receiving treatment at hospitals, detox and residential facilities. Basu, Kee, Buchanan, and Sadowski (2012) study indicated in their study that patients who were housed in a permanent supportive program had fewer hospitalizations, decrease days in the hospital and less emergency room visits.

## HOW TO DO THE NEW COORDINATED ENTRY AND REFERRAL PROCESS

- 1) The client's assessment is received from a funded institution of care to Broward County's managing entity for behavioral health and substance abuse.
- 2) The assessment is then uploaded into the Homeless Information Management System, which is the database for homeless data collection and coordinated entry.
- 3) The housing referral is then initiated in the database and is sent to the Broward County's Continuum of Care.
  - a. Prioritization is based on the evaluation of the assessment.
- 4) Broward County's Continuum of Care then sends the referral to one of the local housing providers that serves that targeted population.
- 5) The housing provider then establishes a behavioral healthcare case manager connected to the applicant. The case manager will provide supportive services and complete referral paperwork to enter the housing program.
- 6) The housing provider will determine the client's eligibility and issue a subsidy
- 7) The client gains self-sufficiency and search for a rental unit with their case manager



*VISUAL TO A COORDINATED ENTRY*

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**The Broward LPS Foundation**  
**Career Development Program – Richard Louis**

***INTRODUCTION***

Presently, 70 million Americans have a criminal record and 640,000 individuals are released from prisons each year (Trone Private Sector and Education Advisory Council, 2017). Due to the perception that comes with a criminal justice history, nearly 75% of formerly incarcerated individuals remain unemployed even one year after being released from prison (Trone Private Sector and Education Advisory Council, 2017). The Broward LPS Foundation offers a comprehensive career development program for any formerly incarcerated individual (free of charge to the program participant) without consideration to how long they have been released, just as long as the individual has a criminal justice history. The program which is offered by Broward LPS is simply called the career development (CD) program. The CD program is offered at our facility as a six-week program. The programs are offered for a maximum of 25 students per six-week session in day time program that operates Monday through Thursday from 10am to 1pm and an evening program that also operates Monday through Thursday from 5:30pm to 8:30pm. The Broward LPS believes in the empowerment of the individual and their successful return to mainstream society. As a part of that empowerment, program participants are not referred to as ex-offenders, they are referred to as formerly incarcerated individuals. The way in which an individual is categorized can start the process of empowering the individual or reinforcing negative mindsets. The reference of program participants as formerly incarcerated individuals recognizes their past without utilizing the stigmatizing label of ex-offenders which can reinforce a negative mindset and perception. The CD program operates for four weeks with the concentration on the instructional modules and the

final two weeks are designed for follow-up counseling, ongoing job search techniques, and a job fair to meet with potential employers.

The CD program provides a gateway for formerly incarcerated individuals to enter the workforce which is one of the essential mechanisms as part of their transition back into mainstream society. The opportunity to obtain stable employment will lower recidivism rates which promotes a safer workplace and increases public safety (Rodriguez & Emsellem, 2011). The public safety effect is demonstrated through as little as a 1% decrease in unemployment will coincide with a 2% decline in property crime (Hillyer, 2015). The majority of program participants will anticipate will be males since more males are or have been incarcerated than females. Formerly incarcerated men contribute 1.6 to 1.8 percentage points of the overall male unemployment rate which is significant in addressing the re-employment of formerly incarcerated individuals (Engel, Kuehl, & O'Dell, 2016). Incarceration is viewed as a tool to meet one of the objectives of public safety, however the issue of reintegrating individuals after their period of incarceration should also be included in the discussion of public safety objectives. The public safety benefits of having formerly incarcerated individuals on the road to and obtaining employment is just one of the many long-term benefits that are provided by Broward LPS Foundation's CD program.

The comprehensive CD program offered by the Broward LPS Foundation enables formerly incarcerated individuals not only to change their lives but also cause a positive macroeconomic shift. The reduced output of goods and services of formerly incarcerated individuals due to lack of employment is between \$57-\$65 billion in economic losses (Rodriguez & Emsellem, 2011). However, if the State of Florida would increase employment for formerly

incarcerated individuals by 50 percent, it would result in an \$86 million annual cost savings associated with future recidivism (Trone Private Sector and Education Advisory Council, 2017).

At the end of the day, when our target population is working it is beneficial to our entire community. Businesses are productive, streets are safer, taxes are not drained by incarceration costs, and a new employee workforce has increased the municipality's tax base (Rodriguez & Emsellem, 2011).

### ***PROGRAM FRAMEWORK***

The CD Program is staffed by case managers (group instructors and group facilitators) and job developers that work with the target population from their initial entry through successful placement. The CD program also provides services for graduates/completers whenever they desire services whether they are between jobs or searching for new employment. The CD program is tailored after two successful programs/models. The first is Seattle, Washington's Law Enforcement Assisted Diversion (LEAD) program. The LEAD program provides individuals charged with low level crimes, case management diversion instead of prosecution and incarceration (Clifasefi, Lonczak, & Collins, 2017). Case management is designed to connect participants with treatment, job training assistance, housing assistance, and counseling. The case management approach utilizes a compassionate style integrating a participant-driven goal setting methodology (Clifasefi, Lonczak, & Collins, 2017). While the CD program incorporates a compassionate style in working with participants and the goals are driven by participants when the learning modules present possibilities that are available to them. The CD program wants the goals to be in the possession of the participants, as the goals belong

to them and they are vested in obtaining them. When participants are compelled to make involuntary transitions from prison to freedom, like the loss of freedom to prison; the responsibility of making new life decisions, going from institutional living to independent living could be overwhelming and cause setbacks in their reintegration (Johnson, 2013).

The foundation of the CD program also integrates the principles of the self-determination theory (SDT) and the social cognitive career theory (SCCT) to combine them into the self-determination cognitive career theory (SDCCT) in order to optimally deliver the learning objectives to all program participants. The SDT has participants actively engaged in the learning process which results in the lessons becoming integrated in their new habits and life choices as they are manifesting their methodology rather than just listening to lessons given by group facilitators (Johnson, 2013). The SCCT involves the program participants making their personal choices concerning their career decision making process, which boils down to the contemplation which is what do they want to do with their new life (Johnson, 2013). The CD program builds upon these principles and combines them into the SDCCT. The SDCCT promotes the program delivery in a self-environment and nurtures self-esteem. The program participants are to make informed choices and empowered decisions regarding their career and life choices through self-management, building support systems, strengthening self-efficacy, developing realistic outcomes, and clarifying job goals (Johnson, 2013).

## ***MODULES***

The CD program is a six-week program in which every week there are two modules covered to meet the program's ultimate learning objective which is having formerly incarcerated individuals job ready. The program can be taken by a maximum of 25 students per class, which

can be held Monday through Thursday during the day from 10am to 1pm or in the evening from 5:30pm to 8:30pm.

In the first week, the program participants are covering interview techniques and filling out the application as well as resume development. The interview techniques primarily have the program participants going through simulated job interviews which concentrates on constructively answering the conviction question (Have you ever been convicted of a crime?). The program participants are taught to answer the question in a fashion that acknowledges their conviction and concentrate on all the positive accomplishments in their life within and after prison to enable the interviewer to concentrate on the best of the program participant. The simulated interviews are videotaped and there is an opportunity to obtain critiques through their peers as well as give honest self-assessments. The program participants also are assigned a job developer that works with them in constructively answering applications and enhancing their resumes to highlight the job skills and experience learned in prison. The program participants are not misleading or providing false information, however they are taught to tell the honest narrative of their incarceration experiences through the positive prism in order to optimize their candidacy for job opportunities they are applying for.

In the second week, the program participants concentrate on dressing for success, salary negotiation, as well as critical thinking, conflict resolution, and anger management. The program participants are given the proper methods for dressing for success as well as dressing on a budget. They are also provided a suit, shoes, two business shirts, and two ties free of charge to enable them to make the best first impression when going out on a job interview. The program participants also work with the job developer to review their resume and the career choices they have realistically selected to develop a strategy for salary negotiation. A very important

component to this program is addressing critical thinking, conflict resolution, and anger management. The program participants are shown the difference between life and workplace conflicts and conflicts in prison. The lessons are taught using acting simulations that are videotaped and once again there is peer critique, self-critique, and encouragement and opportunities for growth from the group instructor.

In the third week, the program participants are exposed to the modules of optimizing their work ethic, always interviewing for the job they want and not their job they are in and continuing their education. The program participants are taught the importance of giving their best in all they do at their job, being a positive presence at the workplace, and always work towards their next job and not the job they are in and they will see the growth continue to take place. In working with their job developer, the program participants work on their long-term goals and what further education would be required and what options are available. The CD program will also have representatives from colleges as well as vocational and technical schools discuss the myriad of options available to the program participants.

In the fourth week, the program participants learn about financial management as it pertains to their personal finances as well as the processes for civil rights restoration and becoming knowledgeable about their civic duties such as voting in local and national elections. The learning of proper personal finance management continues to place the program participants on the road to empowerment as being employed will expose them to making decisions such as purchasing an automobile, purchasing a home, and investing in a retirement plan. The awareness of civic issues enables them to have the possibility of their civil rights being restored and be in a position to advocate for those individuals such as themselves seeking to optimize their second chance.



Upon the conclusion of the fourth week, the learning modules have concluded and the fifth and sixth weeks are dedicated to the program participants working with their job developers primarily. The program participants are actively involved in their job search with the job developers, following up with their instructor, and preparing for the job fair in which employers friendly to employing formerly incarcerated individuals will come to the Broward LPS offices and hold two days of job fairs to talk and interview with the program participants. The job fair is an ideal first opportunity for the program participants to take their newly developed skills and put them to work in job searching activities with actual recruiters and employers open to hiring individuals from the target population.

The follow-up processes beyond the six-week module also reinforces coping strategies with the program participants to prevent any backsliding into old habits which were not productive. The process of going from one way of life (institutional, prison environment) to a new way of life (independent, sustainable, self-sufficient living) can have their own challenges which can be met with fear of change and the desire to return to behavior that is familiar and comfortable. The community by way of the municipality is responsible for the incarceration those convicted and sent to prison. While away at prison, the objective should be to rehabilitate but many just become more hardened and when those who have been incarcerated return to their lives, the overwhelming burden is left for the community to lead the rehabilitation effort of our sons, brothers, fathers, friends, mothers, sisters, and cousins who return from prison. The Broward LPS Foundation's Career Development Program is designed to create new leadership out of the ashes where failure once lived and now victory is ever present for the community, the economy, and the new individual who is the brand new strengthened fabric of their community.

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**Broward LPS Foundation  
Comprehensive Advancement Plan – Richard Pulido**

***MISSION STATEMENT:***

Broward LPS Foundation is dedicated to assisting men, women, and children with housing and employment resulting in rehabilitated lives. Broward LPS Foundation takes particular care of the homeless and ex-offender's population in the Broward County, FL community.

***VISION STATEMENT:***

Broward LPS Foundation visualizes a time where all residents of Broward County, FL have a place they can call home and an opportunity to be employed.

***PURPOSE AND AUDIENCE:***

The purpose of this Comprehensive Advancement Plan is to help guide the Broward LPS Foundation's Board of Trustees, Administration, staff and volunteers in their efforts to attain the Broward LPS Foundation Mission and Vision. It has been designed specifically as a resource and planning document for individuals who will be closely involved in the Broward LPS Foundation advancement initiatives. The successful execution of this plan will help to secure the future success of Broward LPS Foundation. Both Burk (2013) and Leat (2016) suggested that a well-structured plan that effectively engages an organization's constituents is critical to meeting the goals of a successful nonprofit.

**Advancement Committee**

This committee is one of several established within the Board of Trustees. The Executive Director shall be an ex-officio member of this committee. The Director of Advancement shall serve as a member of the committee. Membership shall consist of Board members and non-Board member stakeholders. Its purpose is to assist the administration in planning and carrying

out responsibilities that secure needed financial support, community relations/outreach, communications, resource development, and to assist in the implementation of Broward LPS Foundation advancement programs and efforts. Walker (2016) explained that an essential ingredient to a successful fundraising plan is involving all stakeholders in the process.

Primary responsibilities are as follow:

- ✓ Advise and assist the administration in the design, preparation and implementation of a comprehensive advancement plan
- ✓ Assist the Executive Director, Director of Advancement and members of the advancement staff in the implementation of fundraising and friend raising events and activities
- ✓ Participate and aim to engage all Board members in the identification, cultivation, and solicitation of donor prospects
- ✓ Recommend to the Board of Trustees policies in the area of advancement
- ✓ Periodically report to the Board of Trustees on advancement activities

***FUNDRAISING ACTIVITIES:***

The fundraising activities and events that are under the direction of the Broward LPS Foundation - Office of Advancement are:

- I. Annual Fund Drive
- II. Special Events:
  - ✓ Annual Charity Gala
  - ✓ Community Partner Honoree Award Dinner

### ***ANNUAL FUND DRIVE:***

The Annual Fund Drive is a coordinated, concentrated effort on the part of Broward LPS Foundation to plan a key, professional effort each year producing more substantial results than a number of small capital campaigns. It involves the solicitation of contributions from all of the organization's constituencies. Ingredients for success include sufficient volunteer staffing, specific strategies and timelines, effective communications with constituents, prompt donor recognition and good record maintenance. This initiative provides for Broward LPS Foundation not to become solely dependent on special events revenue as suggested by Edgington (2015).

#### **Plan of Action:**

- ✓ Executing a successful researched targeted donor prospect pipeline
- ✓ Identifying major donors
- ✓ Cultivating major donors
- ✓ Soliciting Major Gifts
- ✓ Securing Major Gifts

### ***ANNUAL CHARITY GALA:***

The Annual Charity Gala event is a themed, formal, annual fundraiser for Broward LPS Foundation. The goals are to increase revenue, to engage the Broward LPS Foundation stakeholders and give them a sense of ownership over something to encourage “buy in”, to bring the community together for a memorable evening of fun, music, good food, and memories, to build stronger relationships with current benefactors, community leaders, and to cultivate new donors. Inoue (2015) examined how a nonprofit organization must clearly understand the motivations of its event's participants to maximize event's success.

**Plan of Action:**

- ✓ Secure big-ticket items (vacations, cruises, etc.) as live auction items
- ✓ Secure a large quantity of high priced items to use in the silent auction
- ✓ Secure a large quantity of moderately priced items to use in the raffle
- ✓ Increase attendance at the event
- ✓ Increasing the number of corporate sponsorships
- ✓ Increase in-kind items & services donated for the event (catering, decorations, beverages, etcetera).
- ✓ Developing a strong volunteer committee for solicitations of sponsorships, gifts for the auction, and in-kind donations
- ✓ Promoting the event on website
- ✓ Promoting the event via targeted e-blasts
- ✓ Promoting the event via social media

***COMMUNITY PARTNER HONOREE AWARD DINNER:***

Each year, Broward LPS Foundation aims to identify a community partner that has demonstrated an exemplary commitment to the success of Broward LPS Foundation meeting its mission. The community partner is awarded this distinguished recognition for their contribution to Broward LPS Foundation continued success. The award is generally given to community business leaders, elected public officials, and major benefactors. Without their involvement meeting the objectives of our mission and realizing our vision would be virtually impossible. The ceremony is presented at a plated dinner event. This ticketed event will provide an opportunity for Broward LPS Foundation stakeholders to gather and celebrate one of their distinguished peers.

### **Plan of Action:**

- ✓ Identify a worthy recipient that will generate enthusiasm in the local community
- ✓ Secure corporate sponsors to underwrite event cost
- ✓ Begin the stewardship process with current recipient
- ✓ Promoting the event on website
- ✓ Promoting the event via targeted e-blasts
- ✓ Promoting the event via social media

Perry and Schreifels (2014) proposed that a successful fundraising strategy for nonprofit organizations must be committed to an all-inclusive plan. While this plan may be focused on raising much-needed resources for Broward LPS Foundation, it is essential that the principles represented in the diagram below are consistently followed.



### **Conclusion**

Broward LPS Foundation is dedicated to providing funding sources for those in need of housing and career development services for past offenders. The organization will work with its community partners to ensure the outcomes of its mission and vision are met. The stakeholders of Broward LPS Foundation are devoted to successfully serve the needs of these populations in Broward County Florida. This handbook provides a blueprint toward that endeavor. Together we will make a footprint in our community.

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